

5.3.2 Work Planning and Work Control Processes at the Activity Level

Issue

The Department needs additional improvement in consistency and reliability of work planning and work control performance at the activity level.

Basis

The need for additional improvement in work planning and work execution at the activity level has been identified by internal self-assessments, line and independent oversight, and Board oversight. Effective work planning and work control processes ensure that other activity level functions, such as hazards identification and controls are adequate to ensure safety and reliability. The current ISM system contains minimal expectations, and no explicit requirements, at any level to routinely assess the implementation of work planning and work control processes at the activity level.

Resolution Approach

The resolution approach is designed to promote local ownership of the problems and solutions. Specifically:

- Contractors and DOE field elements will perform initial assessments to evaluate the effectiveness of work planning and work control processes at the activity level. DOE's role to provide oversight and assistance in achieving the desired behaviors and processes will be considered in the assessments. A work planning CRAD will ultimately be institutionalized as part of the development of the DOE Safety Oversight Manual (see section 5.1.2).
- Based on these assessments, contractors and DOE field elements will identify specific areas where improvement is needed, and may identify recommended solutions.
- Contractors and DOE field elements will share their findings with each other, and participate in sessions to develop approaches for effectively addressing concerns and measuring improvement.

- DOE field elements and contractors will identify specific actions that they will pursue to correct identified weaknesses and deficiencies, specific schedules for completing these actions, and specific actions to continue to monitor performance in these areas.

NNSA has already initiated this action and held an initial work planning workshop. The lessons from the NNSA activities will be shared with the rest of the Department. NNSA has found multiple examples of problems cited with (1) job-hazard analysis at the task level, and (2) feedback and improvement specific to work planning, work control, and work performance. NNSA has also found multiple examples where line management has not taken sufficient steps to ensure that work is conducted strictly in accordance with established ISM system processes and procedures. Further, in some cases, there has been an over-reliance on automated job hazard analysis tools. NNSA's path forward includes development and promulgation of additional guidance and good practices, and follow-up workshops. NNSA also plans to revise and re-issue its draft lines of inquiry to capture expectations in this area. These lines of inquiry will be used to support an activity-level work planning and control CRAD developed for inclusion in the DOE Safety Oversight Manual.

Site action plans will be developed to drive further improvements in work planning and control. Site action plans may contain a variety of actions depending on the site-specific situation and root cause of deficiencies, including:

- Revised processes, based on good practices and operational experience from others
- A good practices handbook, if useful
- Additional training and supervision
- Additional oversight and monitoring
- Additional coaching
- Additional and more effective self-assessments
- More effective learning from self-assessments to realize improvements
- Recommended changes to Department directives and guidance, if needed

Like other technical areas, the Department will develop oversight CRADs to capture core expectations for work planning and control, as described in Section 5.1.2. Field and headquarters organizations will perform periodic oversight in accordance with the CRADs developed in accordance with Section 5.1.2.

Deliverables/Milestones

Commitment 23: Develop site office action plans to improve work planning and work control.

Lead Responsibility: NA-1 and US-ESE

Deliverable: Action plans, approved by field elements and HQ program office.

Due Date: February 2006

Commitment 24: Perform HQ line oversight on work planning and work control.

Lead Responsibility: NA-1 and US-ESE

Deliverable: Headquarters oversight reports, in accordance with approved CRADs.

Due Date: Eighteen months following approval of site office action plans, per Commitment 23. [August 2007]

Integration with ISM system

This topic is focused on improving consistency and completeness of implementation of three ISM Core Functions: ISM Core Function #3 – Develop and Implement Work Hazard Controls, ISM Core Function #4 – Perform Work Within Controls, and ISM Core Function #5 – Feedback and Improvement. The focus is on the planning, control, conduct, feedback, and improvement of work activities, with primary emphasis on contractor physical work activities, such as facility maintenance and operations activities.